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ABSTRACT

The organizational-development approach argues that major educational innovations require changes in the culture of the school or college. This book demonstrates how strategies based on organizational development (OD) can bring about constructive organizational change in work settings. OD is based on the following assumptions: (1) Groups differ from a sum of individuals; (2) change occurs through work groups; (3) members' goals and motives have relevance for action; (4) members' feelings have relevance to action; (5) untapped resources have relevance; and (6) change is made from within. Chapter 1 describes OD and how it works. Chapter 2 describes the various applications of OD. Chapter 3 offers suggestions for macrodesigning--selecting and implementing an OD design. Examples of successful macrodesigns are provided. Clarifying communications and improving meetings are the topics of chapters 4 and 5. The remaining five chapters deal with solving problems, making decisions, working with conflicts, microdesigning, and institutionalizing OD in colleges and schools. Numerous samples of group activities are provided throughout the book. Three tables, 45 figures, and subject and author indices are included. (Contains 104 references.) (LMI)

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